

Reading List

1. *Practical Evaluation*: Michael Quinn Patton. Sage Publications, 1982.
2. *Evaluation: A Systematic Approach*—4th edition. Rossi and Freeman. Sage Publications, 1989.
3. *Activity Based Management in Government*. Kehoe, Dodson, et. al. Coopers & Lybrand, LLP, 1995.
4. *The Executive Guide to Strategic Planning*. Below, Morrissey & Acomb. Jossey-Bass Publishers, 1988.
5. *Strategic Planning for Public and Nonprofit Organizations*. John Bryson. Jossey-Bass Publishers, 1988.
6. *The Business of Government*. Kessler & Kelley. Management Concepts Inc., 2000.
7. *Team Based Strategic Planning*. C Davis Fogg
8. *John P. Kotter on What Readers Really Do*: John Kotter
9. *Serving the American Public: Best Practices in Customer-Driven Strategic Planning*. Federal Benchmarking Consortium
10. *Strategic Planning*. American Productivity and Quality Center
11. *The Wisdom of Teams*: Jon R. Katzenbach and Douglas K. Smith
12. *Evaluation and Effective Public Management*: Joseph Wholey. Little, Brown and Company, 1983.

New Program Development Checklist

Each APHIS line program (VS, WS, PPQ, AC, BRS, & IS) may have its own strategic planning or administrative units that can assist in addressing many of these items. If this is the case, they should be contacted for their assistance before contacting one of the support units listed below. However, if your program needs additional support, please use the list of additional contacts under the subheadings.

I. Strategic Planning

A. Long-term Strategy Planning:

Consult with PPD's Planning Evaluation & Monitoring Staff (PEM) on:

1. Program's mission and long term goals
2. Program's relationship to:
 - a. The APHIS Strategic Plan and USDA Strategic Plan
 - b. The President's Management Agenda
3. Identify emerging issues, trends, or external developments that will affect the Program
4. Identify Broad Strategies to be used to accomplish Program mission
5. Develop buy-in from key customers, stakeholders, and other partners
6. Develop processes to measure long-term accomplishments

Consult with the Information Technology Division on:

1. The Department's Enterprise Architecture Repository

B. Operational (Annual, Multiyear) Planning

Consult with PPD's PEM Staff on:

1. Development of a Program Logic Model:
 - a) main activities or processes to be conducted/ primary resources (inputs) used
 - b) immediate products (outputs) produced
 - c) performance measures to monitor Program's progress

Coordinate Technical Planning with:

7. Regional & Area Offices: Develop realistic plans for how field work will get done.
8. Diagnostic Labs & Research Units: Identify & discuss any laboratory or epidemiology support needed.
9. Emergency Management: Identify any emergency responses or public health concerns.
10. IES: Identify any enforcement activities needed as part of program operations.
11. National Surveillance Programs: Develop surveillance components consistent with related national surveillance units.
12. Permitting and Trade Units: Discuss impact of program activities on trade and disease status reporting.

C. Authorities & Regulatory Planning

Consult with PPD's RAD, PAD, RAS, and ES staffs on:

1. Laws and Executive Orders that impact APHIS rulemaking & activities
2. Laws providing authority for core Program activities
3. Developing a regulatory work plan Development of non-regulatory guidance documents (e.g., Uniform Methods & Rules)

Consult with LPA's Intergovernmental Staff:

1. If additional legislative authorities may be needed to carry out Program mission

II. Resource Planning

A. Budget Planning & Financial Management

Consult with PPD's BPAS and PAD Staffs on:

1. Specific annual resources for the next several years: money, staff, technology & other capital
2. Potential program funding sources
3. Cost-benefit analyses for overall Program goals and annual increases

Consult with MRPBS's Financial Management, Facilities, & Administrative Services Staffs on:

1. Financial management policies and procedures & accounting reports
2. Establishment of budget allocation structure, accounting structure & codes
3. Determination of needs for agreements, MOUs, and grants
4. Issuance of travel and purchase cards
5. Workspace planning and leasing requirements
6. Procurement, Personal property, and Mail needs

B. Safety Health & Security Planning:

Consult with MRPBS's National Security Team & the Safety, Health & Employee Wellness Branch on:

1. Hazard assessments, incl. defensive driver training, hazardous chemicals/materials, and hazardous conditions
2. Personal protection equipment needs
3. Medical Surveillance coordination with Federal Occupational Health
4. Security concerns (countermeasures, clearances, guard services, etc.)
5. Environmental concerns

C. Human Capital Planning:

Consult with MRPBS's Human Resources Division and the ODA to:

1. Determine organizational placement (including determining the need for a DR 1010 analysis)
2. Develop or revise functional statements as needed
3. Explore staffing options including: pay/recruitment flexibilities, contracting, etc.
4. Determine personnel suitability (security clearance)
5. Establish new positions/update current positions
6. Identify labor relations impact
7. Create employee training & development curriculum (in consultation with Veterinary Services)

Consult with CREC for:

1. Civil Rights Impact Analysis determination

D. Information Technology Planning & Records Management

Consult with the Information Technology Division on:

1. Planning and use of Information Technology Systems (e.g., security and technology issues)
2. Technical requirements & standards review (hardware/software, database needs, equipment procurement & networking)
3. eGovernment and Government Paperwork Elimination Act (GPEA) issues
4. Records Management issues
5. Paperwork Reduction Act issues (public information collection efforts, including MOUs, agreements, and grants)

E. Communications and Public Information

Consult with Legislative & Public Affairs on:

1. Communication Plan including Stakeholder Outreach
2. Freedom of Information Act (FOIA), Privacy Act, and Data Confidentiality issues
3. Anticipated increases in Congressional correspondence related to the Program